

POLARIS

G U I D E B O O K

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Dear Colleagues,

As Swire Coca-Cola (SCC) continues to expand, our operations now extend across eight markets. Our global teams serve over 940 million consumers every day. This global footprint enables us to leverage our scale and operational reach more effectively than ever before. Polaris guides our strategic growth journey — a journey that demands engagement, focus, and intentional commitment from every member of our organisation to move forward successfully.

Our ambitious goals of becoming the Number 1 NARTD player in each of our markets, and of doubling revenue and tripling our profits by 2033, align our efforts and serve as inspiration.

Polaris sets our global ambitions, but it is brought to life across our markets. Our eight markets have taken the group direction and tailored its implementation to their unique environments and circumstances. For example, the US has called it their Polaris Long Range Plan, while in the Chinese Mainland, our colleagues are using Dingsheng to bring the commercial aspects of Polaris to life. This localised approach ensures that, while we move forward as One-Team, our actions remain relevant, agile, and grounded in every market in which we operate.

Since the inception of Polaris, we have identified many opportunities to improve how we work across each Polaris pillar. Much progress has been made, and we can be pleased with the work all the teams are doing. As with any strategic transformation, the sailing is not always smooth. Thus, now is the time to accelerate progress by focusing on fewer initiatives — those that may be challenging, but which will have the greatest impact on our transformation and the achievement of our ambitions.

This guidebook is more than a reference — it is a call to action. It reminds us that driving Polaris implementation requires focus, speed, agility, and determination. By learning from one another, scaling what works, and leading with clear intent, we continue to make progress towards our ambitious goals.

Together, we are driven by a shared purpose: to deliver refreshment to the communities we call home. By uniting leaders from markets and global teams along with a collective commitment to Polaris, we can become the growth engine for the Swire Group and a leading bottling partner for The Coca-Cola Company.

SCC counts on your leadership to bring Polaris to life. Your insights and dedication are essential in channelling our collective efforts towards success. We rely on your drive to inspire your teams on this journey and to support them as they reach new heights together.

Let us embrace this ongoing journey

as One-Team and be DRIVEN

to Win 

Karen So





**Polaris is our strategy,
our North Star, our focus,
our constant.**

**It guides and
unifies us to win.**

**Polaris powers our people
and our purpose to excel in a
changing world.**

**Polaris helps us tap into a
constellation of
opportunities, while meeting
our challenges head on.**



POLARIS IN DEPTH: OUR GROUP AMBITIONS

-
-  **#1** NARTD player in each of the markets that we operate in
 -  **2x** our revenue
 -  **3x** our profit
-

Every market has its own distinct role in our shared mission. In order to become the #1 NARTD player in your respective market, local markets' financial goals will vary — some may have to double revenue and triple profit, others might have to do more to surpass these benchmarks, but every market will have a role to play.

All local strategies will be bolstered by the global Polaris framework and supported by our operating model, ensuring a cohesive approach to our shared success.

POLARIS IN-DEPTH:

5 pillars

IN OUR FRAMEWORK

Our Global Strategic Review Committee identified five strategic pillars of Polaris to allow each of our markets to map out their local strategies, tailored to their unique characteristics, individual strengths, and opportunities for growth.



1



**Progressive
People
Development**

The development of our people is the development of our business.

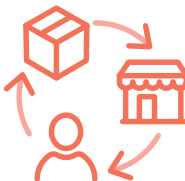
2



**Portfolio of
Leading Brands**

We protect and grow our core as we build a consumer centric portfolio for every occasion.

3



**Differentiating
Commercial
Competencies**

We continuously excel in the market by evolving our capabilities ahead of our competitors.

4



**Market Speed
and Agility**

Our stable and reliable backend enables the dynamic response of our frontline to changes in the market.

5



**Sustainability
Ownership**

We are individually and jointly responsible for doing the right thing for our communities and our planet.

... WITH EACH PILLAR COMPRISING OF
A PRE-DEFINED SET OF DIRECTIONS

Progressive People
Development



Right People	We have the right people to deliver our ambitions, while retaining the Swire culture.
Continuous Capability Evolution	We continuously develop individual capabilities and functional competence until we achieve best practice.
Modern and Engaging Workplace	We create a modern and engaging working environment.
Global Scale Market Focus	Functional roles & accountabilities, globally and in market, are designed to optimise the speed and effectiveness of our front line.
Change Is Normal	We embrace change as normal and we excel at it.

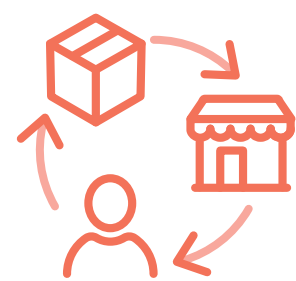
Portfolio of
Leading Brands



Sparkling Is Core	We protect and grow Sparkling as our core; it is always resourced and never de-prioritised.
Future Driven Stills	We will steadily build a future-oriented portfolio of Stills that will support long-term success.
Insight Driven Growth	We leverage data and insights to deliver growth through targeted segment / outlet execution.
Invest Ahead of Curve	Together with our brand partners, we will invest ahead of the curve to achieve and sustain market leadership.
Leveraging Non-TCCC Products	We will leverage non-TCCC portfolio options where they support RTM economics, deliver incremental channel penetration, and accelerate premiumisation.

... WITH EACH PILLAR COMPRISING OF
A PRE-DEFINED SET OF DIRECTIONS

Differentiating
Commercial
Competencies



RTM's Drive
Execution
Excellence

Our segmented pictures of success are delivered through RTM solutions which drive execution excellence, provide superior service, and continuously improve customer loyalty.

Revenue Control
and
Predictability

Our RGM strategies are supported by integrated tools and capabilities that provide predictable, long-term revenue growth.

Defined Role of
eB2B and eB2C

We embrace eB2B and eB2C opportunities, while protecting the integrity of our RTM, our customer service across all channels, and our data.

3-Way Win with
Customers

Our customer collaboration models are clear, segmented, and always seek a three-way win between consumer, customer and bottler.

Market Speed
and Agility



One System
Spirit

We embrace the spirit of One System.

Partner
Collaboration

We collaborate with our business partners in an agile way to continuously hone our competitive advantage.

Stable
Digitalised
Backbone

Our stable-end optimises productivity via advanced and standardised processes, systems and digital tools.

Dynamic
Front-End

Our dynamic front-end enables rapid deployment of resources to adapt to changing market dynamics.

Customer Driven
Supply Chains

Our back and front ends are connected by resilient and customer-centric supply chains.

... WITH EACH PILLAR COMPRISING OF
A PRE-DEFINED SET OF DIRECTIONS

Sustainability
Ownership



Integrated
SD*Targets

Our SD2030 targets are integrated into our business plans and allocated the resources required to achieved them.

Individual
Ownership

Every single SCC employee understands our SD2030 goals, and is empowered and incentivised to contribute to our achievement of them.

Sustainable
Decisions

Sustainability considerations are embedded in all our decision-making processes.

Circular
Economy

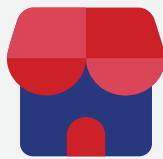
We actively support the development of a circular economy for PET, while innovating and accelerating the development of the most sustainable and commercially viable package mix in every market in which we operate.

* SD refers to Sustainable Development



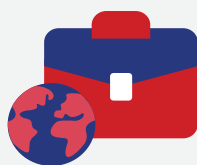
OUR OPERATING MODEL

Market

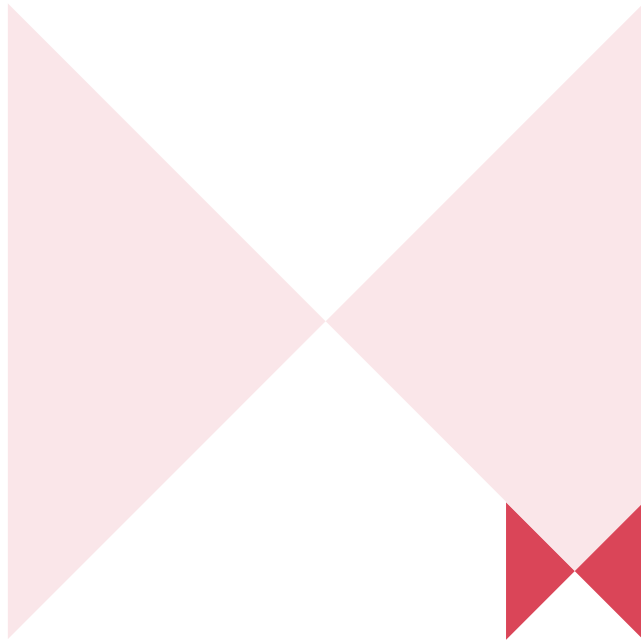


Operating Unit or Bottler for a specific geography. Leading the implementation of the SCC Mission and Vision.

Global



Global leadership functions identify areas to leverage scale and support local proximity with a **lean approach**.



GLOBAL COE MODEL
– UNLEASHING THE POWER
OF COLLABORATION

Global COE Model
Accelerating impact through global collaboration

Purpose of Global COE



Centres of Excellence (COEs) leverage the wealth of expertise and experience across our global workforce and **enhance global synergies.**

They **serve Markets** by leading transformational initiatives, enhancing collaboration, and building foundational capabilities.

Global COE lifecycle



A COE is established when global coordination on a specific topic is identified as an opportunity to create value across Markets.

COEs evolve as our business needs change and they may shift focus or wind down after fulfilling their objectives, making them a **dynamic and adaptive model** of collaboration.

Roles and responsibilities



Each COE is sponsored by an ELT* Function Head, led by a subject-matter expert, and includes members from Global functions, and Markets.

- **Sponsors** help set the strategic direction and secure resources.
- **Leads** coordinate the work and help maintain momentum.
- **Members** collaborate across functions and geographies to co-create solutions.

* ELT stands for Executive Leadership Team





CALL FOR ACTION



Own One-Polaris spirit

Leaders deliver Polaris messaging in a consistent & unified manner by aligning market plans with Polaris. Leaders take the time to explain Polaris and make sure their teams understand the role they play in helping us deliver our ambitions.

Drive Polaris through prioritisation

Leaders keep strategic focus by prioritising the implementation of high-impact, business-critical, initiatives. Leaders know that not everything we would like to do is achievable and make the difficult decisions about what will make the biggest impact.

Secure resourcing for prioritised projects

Leaders take responsibility to secure budget and protect dedicated team capacity, without compromising day-to-day responsibilities.

Leverage COEs to accelerate progress

Leaders engage COEs to adopt global best-practices and accelerate implementation of prioritised Polaris projects. Leaders make key members of their team available to support COEs and ensure that initiatives are properly resourced at Markets and Global levels.

Foster a culture of ownership and adaptability

Leaders create an environment where their teams take ownership for the part they play in delivering Polaris, adapt their ways of working, and embrace tools that support the effective delivery of Polaris.

Polaris at a glance: Where we are heading

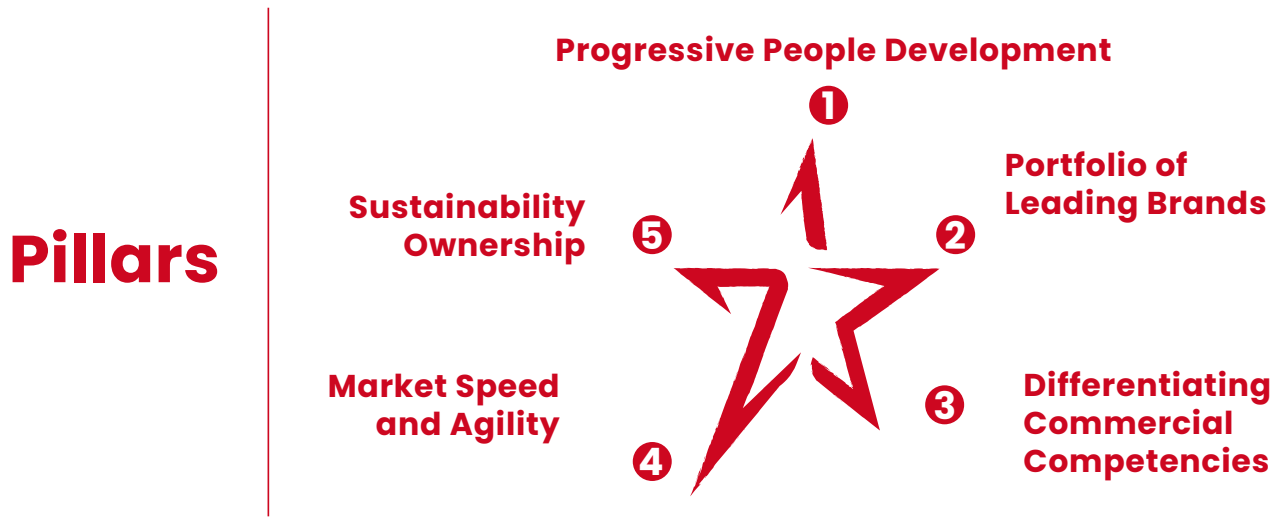


Ready for the future, DRIVEN TO WIN

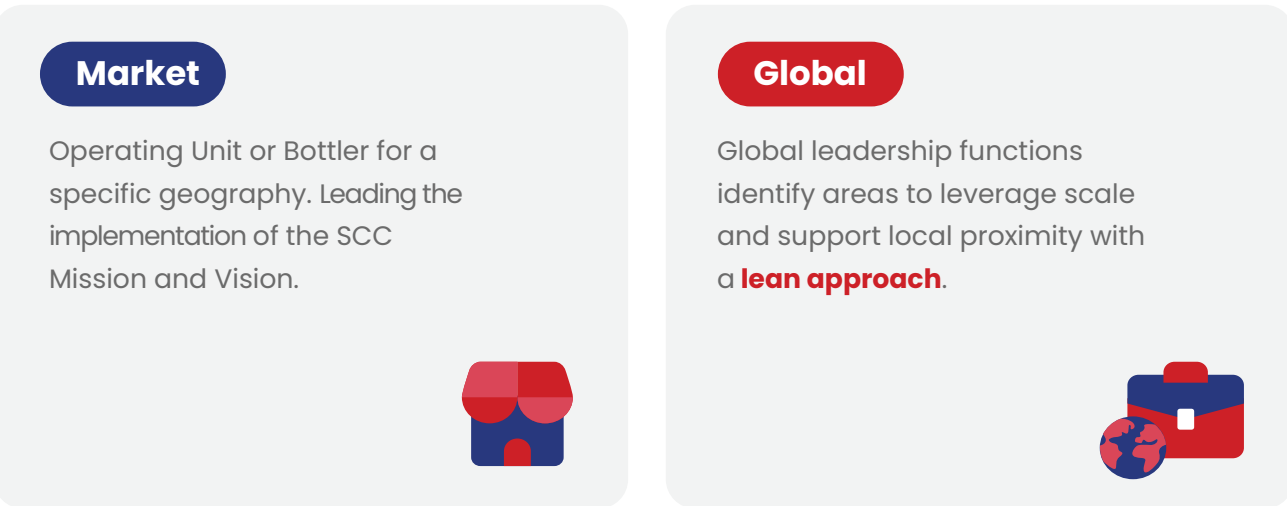
In the next 10 years our industry is likely to change more than it has in the past 50 years.

To continue to lead in the next decade, we must think from the future, and define it today.

POLARIS Lead The Next Decade



Our Operating Model – Market – Global



*in each market that we operate in

